



24 OCT 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM: Daniel C. King
Director of Logistics

SUBJECT: Office of Logistics Planning Program for
FY 1985

REFERENCE: Multiple Adse memo from DDA, dtd 14 August
1984, Subj: Planning (DDA 84-2409)

1. In response to the referent, an updated Five-Year Plan for the Office of Logistics (OL) is herewith attached.

2. The focal point for OL's planning activity is the Information and Management Support Staff (IMSS), OL, extension



for Daniel C. King

Attachment

UNCLASSIFIED WHEN
REMOVED FROM ATTACHMENT



OL 4186-84

S E C R E T

OFFICE OF LOGISTICS FIVE-YEAR PLAN
FY 1985-1989

S E C R E T

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OFFICE OF LOGISTICS FIVE-YEAR PLAN
FY 1985-1989

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S E C R E T

S E C R E T

OFFICE OF LOGISTICS FIVE-YEAR PLAN

FY 1985-1989

I. Introduction.

OL is a service organization. Services provided by the Office of Logistics cover a broad range of disciplines and involve a diverse support mission not found in most offices where activities are more monolithic.

Due to the diverse nature of OL, Office level goals and objectives must be stated in global terms, with Divisions' goals and objectives becoming more specific and focused. However, the common goal that integrates all service provided by OL is responsiveness.

The challenge which Logistics will face during the next five years will be to meet ever-increasing demands with the same or limited increases in resources. To remain responsive, the Office of Logistics must offset the effects of limited resources through increased productivity. What must occur is for OL to maximize the efficient utilization of existing resources through innovation, creative management, cross-training of personnel, and increased utilization of improved technology. The assignment of organizational priorities, the elimination of marginal systems, and the restructuring of decisions and personnel in a manner that increases productivity while maintaining responsiveness to the OL mission is the purpose of developing and implementing the Five-Year Plan.

It is clear that if OL is going to continue to be responsive in a time of limited resources, we must strive to create an atmosphere that will foster creativity and aggressively provide for innovative management. The Plan contains the basic objectives for the Management by Objectives (MBO) Program. These objectives are assigned to specific divisions and staffs for accomplishment and will ultimately be included in Advance Work Plans (AWP) of senior managers. The Strategic Plan, MBO, Personnel Development Plan, AWP, and the Program Call must all be melded together into a cohesive, effective strategy for OL.

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OL FIVE-YEAR PLAN, FY 1985-1989 (cont'd)II. Assumptions.1. Requirements.

a. During the next five years, Agency resources will stabilize. This stability in the resource base will translate into fewer new initiatives as a greater percentage of total resources are devoted to ongoing and increasing support requirements. Rapid response, with limited resources, will be required due to unanticipated demands, targets of opportunity, terrorist activities, covert operations, and paramilitary programs. If responsiveness is to be maintained, and if greater effectiveness and efficiency are to be achieved, the imaginative use of current resources and reliance on the Standard Support Requirements Concept for new initiatives will be required.

b. Present requirements tend to require decentralized support through the assignment of personnel to various projects. Decentralization and a compartmented configuration preclude growth being met with a stable but ever more efficient work force. A decentralized requirement may only be met by the assignment of additional personnel. Accordingly, OL must have a stable of talent to provide the mix of personnel to meet customer requirements. In the short term this mix may be achieved by hiring over the personnel ceiling, with long-range equilibrium achieved by negotiation with the customer for slots, with other personnel becoming available for decentralized assignments through increased productivity made possible by capital investments. Also, intraoffice personnel adjustments will be used, where possible, to meet changing requirements.

c. Rapid response with limited resources requires that OL increase utilization of automated data processing systems (ADP). To obtain full utilization of these systems, OL must develop greater expertise in ADP. This will require the retraining of some personnel in existing OL disciplines.

2. Financial Resources. The Logistics budget will continue to be limited; the real increase in dollars available will not be proportionate to the growth in demand for goods and services.

3. Personnel Resources.

a. Attrition through retirements will increase during the next few years, and it will continue to be difficult and challenging to acquire and retain professional and technical personnel.

S E C R E T

OL FIVE-YEAR PLAN, FY 1985-1989 (cont'd)

b. The personnel ceiling will remain relatively stable. The types of OL positions, distribution of skills within OL, and training criteria for OL personnel may need to be realigned.

c. The numbers of support personnel in the field will either stabilize or decrease over the next five years. Logistics personnel will be proportionally adjusted. A hostile overseas environment will continue to make the assignment of personnel overseas more difficult, and greater use of extended TDY assignments will be necessary if current responsiveness and levels of support are to be maintained.

4. Facilities Management.

a. In the near term, the problems and high costs associated with maintaining aging utility systems in the Headquarters and other Agency buildings will continue to mount, and the trend of personnel displacement resulting from technical systems acquisition will continue the need to lease additional office space.

b. Later in this five-year period, the advent of the New Building, the availability of the renovated and expanded powerhouse, and the more direct management and control of facilities operations, and management systems and personnel will begin to have a beneficial impact.

5. Energy. Energy resources will continue to be scarce and will become more costly, requiring greater efforts in the management and conservation of these resources. The cost of services such as transportation and utilities, which are energy-intensive, will continue to increase.

6. Political Environment. Attitudes of Congress, the press, and the general public may become less favorable towards the Agency, if Agency activities continue to be closely monitored and scrutinized.

8. Technical Collection. The continued advances in technical collection systems will require additional support in contracting activities and highly responsive logistics support systems.

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OL FIVE-YEAR PLAN, FY 1985-1989 (cont'd)

9. Information Handling/Production.

a. Agency and Community requirements for printing, photographic, and presentation graphics production support will continue to increase. New initiatives will be undertaken to improve both the quality and timeliness of information output production.

b. Pressures will continue to reduce the voluminous amounts of paperwork and files and to develop efficient information-handling alternatives. The quality, storage, and retrieval of information will have to be improved.

c. Cost efficiencies for the production of information must be realized through automation and joint ODP/OL initiatives in consolidated output media facilities.

III. Goals.

1. Provide an effective personnel management system which promotes career development for the employee and is responsive to the changing needs of the Agency. Recruit, train and maintain a highly skilled and motivated work force, equipped with the tools necessary to fulfill mission requirements. Emphasize team work, integrity, responsible and reasoned risktaking and security consciousness to promote and maintain a sense of pride in self and mission. Maintain a work environment that provides all employees the opportunity to develop as individuals, to attain full potential, and to be recognized and rewarded for their performance. Strive to select our managers from those who exemplify standards of excellence and are role models for their subordinates based on their qualifications and personal standards.

2. Continue to provide high-quality service and remain responsive to mission requirements through the aggressive pursuit of requirements, improved interdirectorate and intradirectoriate coordination and the adoption of new managerial approaches to enhance our decision making process.

3. Continue to maximize the utilization of current resources and to upgrade and expand capital resources to promote efficient operations ensuring that intelligence products are provided and support rendered in a timely and efficient manner.

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OL FIVE-YEAR PLAN, FY 1985-1989 (cont'd)

4. Exploit the potential for increased cost efficiencies, productivity, and responsiveness through the application of automation, appropriate delegations of authority and responsibility, and adoption of cost-saving, efficiency-type programs undertaken by other government entities and private industry, which are applicable to OL.

5. Recognizing our responsibility to use space and facilities effectively and efficiently, continue efforts to improve the working environment. Special emphasis will be placed on providing a clean and safe workplace for Agency personnel, and minimizing the disruption to personnel and programs during the construction and occupation of the new Headquarters Building.

6. Continue disaster and emergency planning and develop mechanisms and procedures for maintaining essential logistics support under adverse conditions.

IV. Objectives.

-- New Building Construction.

--- Develop a Transportation Plan for the Operation of the Consolidated Headquarters.

--- Develop Professionalism Program Within Office of Logistics for both Blue-and White-Collar Workers.

-- Establish a Standard Selection of Modular Office Furniture to Replace Gray Metal Furniture and Meet Word/Data Processing Needs.

-- Establish Overseas Personal Computer Capabilities.

--- Develop and Implement the Logistics Integrated Management System (LIMS)---joint with ODP.

--- Convert General Provisions Used in Agency Contracts from DAR to FAR.

-- Initiate a Recruitment Program to Ensure That OL is at Ceiling in All Critical Areas on 30 September 1985.

--- Develop a Student Intern Program as a Recruitment Tool.

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- Establish a Configuration Management System.
- Procure and Install an Automatic Courier Receipt Filing, Tracing, and Retrieval System as well as the Codeword Accountability System for the M&CS.
- Implement the DDA's Quality of Life Program at Headquarters Building.
- Implement the Agency Takeover of M&O of Headquarters Facilities from GSA.
- Identify a Specific Orientation, Training Campaign that will Enhance the Service-Oriented Image of the Office of Logistics.
- Establish a Centralized OL Support Center.
- Complete Implementation of P&PD Prepress System Basic Operating Capability. (2-year project)
- Explore Available and Emerging Methods for Improved Document Control.
- Conduct a Base Line Survey of all P&PD Requirements and Establish Benchmarks for Current Capability.
- Provide Electronic Interfacing for Computer Graphics Enhancements Between VM and P&PD Graphic Design Recorders.
- Improve Vendor Delivery.
- Enhance Current Efforts to Reduce Contract Settlement Backlog--joint MBO with OF.
- Continue with Design and Major Construction for General Upgrading and Expansion of CD.

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- Examine Agency type II Property Accounting System--joint with OF and IG.
- Consolidate Agency Repair and Return.

V. First Year Schedule. Milestone charts for objectives with activities scheduled in FY-85 are contained at the next 31 pages.

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Office: OL/NBPO
 Objective Statement: New Building Construction
 Responsible Officer:
 Significant Funding Amount: FY 84
 Quarter Ending: 31 December 1984

O — Scheduled
 X — Actual

Activities Planned		Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Road Design													
Concepts/Negotiation	*												
Preliminary Design	*												
Environment Assessment													
2. A-E Design													
Package 1	*												
Package 2	*												
Package 3	*												
3. Construction													
Contract 1	*												
Contract 3	*												
4. Technical Systems Management Plan													
Requirements/System Definition	*												
Resources/Schedules/Staffing	*												
Schedule Risk Assessment	*												
Space Requirements	*												
5. Revise Estimates for FY 1986 Program	*												
6. Office Design Layout													
Update Registry Requirements	*												
Revise Database with FY 1984 Personnel*													
Increases													
Block Out Space Allocations on 1/32"	*												
Drawings													
Management Review of Space Allocations*													
Start Fit-up with SH&G	*												

*Milestones completed in FY-1984

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Office: OL/NBPO
 Objective Statement: New Building Construction (Part 2)
 Responsible Officer:
 Significant Funding Amount: \$ FY 84
 Quarter Ending: 31 December 1984

O — Scheduled
 X — Actual

FY 85

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
7. Construction Contract 2					0							
8. Revise Estimates for FY 1987 Program				0								
9. Office Design Layout Update Registry Requirements Complete Office Fit-up		0							0			
10. Integrated Logistics Support Plan Preliminary Draft Complete First Draft					0					0		

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Office: OL/NBPO
 Objective Statement: Develop a Transportation Plan for the Operation of the Consolidated Headquarters
 Responsible Officer:
 Significant Funding Authority: FY-85
 Quarter Ending:

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Contract with traffic consultant				0								
2. Establish goals for mix of transportation methods and parking capacities (bus, vanpool, carpool, single-occupant car, 2-wheel vehicles, handicapped, visitors)						0						
3. Devise modified work shifts												
a. Develop and model alternative traffic options								0				
b. Rank traffic options								0				
c. Translate options into work shifts										0		
d. Select optimum option												0
4. Define parking allocation guidelines												
5. Translate allocation guidelines into lot/lane designations												
6. Design permit program												

FY-86
 0

0

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Office: OL/NBPO
 Objective Statement: Develop Professionalism Program within Office of Logistics
 Responsible Officer: for both Blue and White Collar Workers - FY 84
 Significant Funding Amount: \$_____ FY -85 (Carry over from FY-84 objectives)
 Quarter Ending: 31 December 1984

O — Scheduled
 X — Actual

Activities Planned		Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Organizational Meeting	*												
2. Develop White Collar Program													
Review Agency Programs	*												
Review Other Government and Private Industry Programs	*												
Develop Options	*												
Prepare Draft	*												
Final Draft	*												
3. Develop Blue Collar Program													
Review Agency Program	*												
Review Other Government and Private Industry Programs	*												
Develop Options	*												
Prepare Draft	*												
Final Report		0											
4. Develop Blue Collar Program													
Final Report			0										

*Milestones completed in FY-84

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Office: OL/NBPO

O — Scheduled

Objective Statement: Establish a standard selection of modular office furniture to replace gray metal furniture and meet word/data processing needs

X — Actual

Responsible Officer: _____

Significant Funding Amount: \$ _____ FY-85

Quarter Ending: 31 December 1985

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Establish furniture selection committee	0											
2. Establish standard workspace areas for Agency personnel		0										
3. Select furniture types and sizes which are compatible with standard workspaces		0										
4. Write specifications for selected furniture types			0									
5. Secure management approval of furniture types and specifications			0									
6. Assist OL Procurement Division in the selection of potential furniture suppliers						0						
7. Publish catalog of standard Agency furniture								0				

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Office: OL/IMSS
 Objective Statement: Establish Overseas Personal Computer Capabilities (Part 1)
 Responsible Officer:
 Significant Funding Authority: FY 85
 Quarter Ending: 30 September 1985

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Install Unclassified (non-tempest) Wang PC (inventory control only) <input type="text"/>		0										
2. Acquire Tempest Wang PC and peripherals <input type="text"/> . Load software						0						
3. Install and test Wang PC with property accountability and inventory features <input type="text"/>						0						
4. Complete System documentation					0							
5. Resolve hardware maintenance and security issues for selected overseas sites				0								
6. Develop and approve funding profile				0								
7. Finalize training and installation plan						0						
8. Purchase seven (or more) Tempest-approved Wang PC systems				0								
9. Install system <input type="text"/>								0				
10. Install system								0				
11. Install system									0			
12. Install system <input type="text"/>									0			

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Page 2

Office: OL/IMSS
Objective Statement: Establish Overseas Personal Computer Capabilities (Part 2)
Responsible Officer: [REDACTED]
Significant Funding A [REDACTED] FY 85
Quarter Ending: 30 September 1985

O — Scheduled
X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
13. Install system [REDACTED]										0		
14. Develop special version of ASAPS for OTS							0					
15. Install system [REDACTED]											0	
16. Install system [REDACTED]												0

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Office: OL/P&TS

O — Scheduled

Objective Statement: Initiate a recruitment program to insure that OL is at

X — Actual

Responsible Officer: authorized ceiling in all critical areas on 30 September 1985

Significant Funding Amount: \$ _____ -- FY --

Quarter Ending:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Identify OL careerist who will serve as recruitment focal-point officer in P&TS	0											
2. Identify senior OL careerist to work on a part-time basis to develop recruitment strategy with P&TS personnel.	0											
3. Present plan to D/L.		0										
4. Actively recruit candidates for processing and eventual EOD in OL. (Progress reports will be submitted to D/L at the end of the 2nd, 3rd and 4th quarters.)	0	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

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Office: OL/P&TS

Objective Statement: Develop a student intern program as a recruitment tool

Responsible Officer:

Significant Funding Amount: \$ -- -- FY -- --

Quarter Ending:

O — Scheduled

X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Brief D/E OP student coordinator on proposed program.	0											
2. Identify areas within OL where student interns could be utilized.		0										
3. Contact/brief student programs officers at local universities on program.	0											
4. Prepare report to D/E OP regarding outlining intern program.		0										
5. Actively recruit intern candidates for processing and eventual EOD (progress reports will be submitted to D/L at the end of the 2nd, 3rd and 4th quarters.			0	-----	0	-----	0	-----	0	-----	0	-----

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Office: OL/PMS

Objective Statement: Convert General Provisions used in Agency contracts from DAR to FAR

O — Scheduled

X — Actual

Responsible Officer: [REDACTED]

Significant Funding Amount: \$ [REDACTED] FY 85

Quarter Ending: 31 December 1984

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Convert Agency General Provisions (Boiler Plate) from DAR to FAR												
1. Review FAR when published *												
2. Develop FAR contracting basis *												
3. Prepare contract preparation guide *												
4. Prepare new contract forms *												
5. Prepare hard copy clauses and provisions*												
6. Prepare WANG glossary clauses and provisions *												
7. Distribute FAR contract preparation guide, provisions, and clauses; and brief procurement personnel on use of FAR material		0										

*Milestones completed in FY-84

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Office: OL/HOME/ADS
Objective Statement: Establish a Configuration Management System
Responsible Officer:
Significant Funding Amount: \$_____ FY_____
Quarter Ending: First Quarter FY 1985 Ending December 31, 1984

O — Scheduled
X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Define the CM roles and responsibilities, levels of authority, and control elements within the CM function. (contractor)	0											
2. Secure management approval to implement a configuration management (CM) system.		0										
3. Identify CM boards and areas of responsibility for each board.			0									
4. Identify baseline documents to be controlled by the system.				0								
5. Set up CM staff organization. A. Define staff responsibilities B. Identify personnel and assign tasks					0 0							
6. Establish CM staff operating procedures						0						
7. Convene boards and constitute authority. A. Approve charter & CM plan B. Place baseline documents under control							0 0					
8. Complete baseline documents												0
<input type="text"/>												

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Office: OL/HOME/SSB/M&CS

O — Scheduled
X — Actual

Objective Statement: Procure and install an automatic courier receipt filing,
Responsible Officer: [redacted] tracing, and retrieval system as well
Significant Funding Authority: [redacted] y 84-85 as the codeword accountability system
Quarter Ending: Fourth Quarter Ending for the M&CS.
30 September 1984

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Read literature, currently available pertaining to computerized bar-code systems and bar-coded receipt forms.							OX					
2. Determine feasibility of installing computer system in mailroom, i.e., space requirement.									OX			
3. Prepare cost estimate.										OX		
4. If feasible, formulate plans for implementation.												OX
NOTE: [redacted] demonstrated a complete system to personnel of the Mail & Courier Section on 26 June 1984. A cost proposal from the company was received 13 July 1984 as expected. A requisition for the amount of funding cited above was forwarded to OL/B&F via OL/Executive Officer and the OL/RMO 31 July 1984. Installation is still not anticipated until late December 1984 (FY-85).												
[redacted]												

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Office: OL/HOME/SSB/M&CS
Objective Statement: Install an automatic courier receipt filing, tracing, and retrieval system as well as the codeword accountability system for M&CS. (Part 2)
Responsible Officer: [REDACTED]
Significant Funding A [REDACTED] Y 1985
Quarter Ending: First Quarter Ending 31 December 1984

O — Scheduled
X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Installation			0									
NOTE: Wallace Computer Services demonstrated a complete system to personnel of the Mail & Courier Section on 26 June 1984. A cost proposal from the company was received 13 July 1984 as expected. A requisition for the amount of funding cited above was forwarded to OL/B&F via OL/Executive Officer and the OL/RMO 31 July 1984. Installation is still not anticipated until late December 1984 (FY085).												
[REDACTED]							[REDACTED]					

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Office: OL/HOME
 Objective Statement: Implement the DDA's Quality of Life Program at Headquarters Building
 Responsible Officer:
 Significant Funding Amount: \$ _____ FY 84
 Quarter Ending: Fourth Quarter Ending 30 September 1984

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Work with GSA and GSI to implement plans for upgrading the decor in the North and South Cafeterias									OX			
2. In conjunction with GSA, FEB, and OMS implement plans for upgrading the appearance and facilities of the gym									OX			
3. Work with GSA and OMS to upgrade the decor in the OMS office									OX			
4. Continue to work with GSA to improve the appearance and safety of the ground floor											OX	
5. Upgrade women's lounge areas								0				0
6. Repair tunnel									0			0
7. Upgrade appearance of Headquarters Building:												
a. Paint Corridors (1, 2, 3, 4, 5, 6, and 7 floors)								OX				
b. Replace wallpaper in public areas										OX		
c. Build running track between perimeter fences			Canceled									
d. Construct benches for grounds									OX			
e. Install canopies at S.E. and N.W. entrances			Canceled									
NOTE: The Fine Arts Commission will be requested to coordinate as appropriate.												

Unclassified when separated from attachment

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Office: OL/HOME

Objective Statement: Implement the DDA's Quality of Life Program at Headquarters Building

O — Scheduled

Responsible Officer:

(Part 2)

X — Actual

Significant Funding Amount: \$_____ FY 85

Quarter Ending: First Quarter Ending 31 December 1984

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Upgrade women's lounge areas												
2. Repair tunnel												
NOTE: The Fine Arts Commission will be requested to coordinate as appropriate.												
Unclassified when separated from attachment												

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Office: OL/HOME/O&MB
 Objective Statement: Implement the Agency Takeover of M&O of Headquarters Facilities from
 Responsible Officer: GSA
 Significant Funding Amount: \$_____ FY_____ 84
 Quarter Ending: Fourth Quarter Ending 30 September 1984

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Issue M&O RFP							OX					
Award M&O Contract										OX		
Security processing of contractor personnel										0-----0		
Identify GSA stores/equipment available for M&O contractor										0-----0		
Identify work orders that GSA will not accomplish and deobligate funds										0-----X		
Identify key GSA personnel for transition										OX		
Develop contractor procedures (work order, PM, operation, etc.												0--
Identify contractor supplies/equipment that can be purchased using FY 84 funds										OX		
M&O contractor identify and contract to replace GSA term contracts (Pest control, window cleaning, etc.)											OX	
Coordinate contractor phase-in schedule with GSA												0--
Unclassified when separated from attachments												

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Office: OL/HOME/OGMB

Objective Statement: Implement the Agency Takeover of M&O of Headquarters Facilities from GSA

Responsible Officer:

Significant Funding Amount: \$ _____ FY 85

(Part 2)

Quarter Ending: First Quarter Ending 31 December 1984

O — Scheduled

X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Security processing of contractor personnel												
2. Identify GSA stores/equipment available for M&O contractor												
3. Develop contractor procedures (work order, PM, operation, etc.)												
4. Coordinate contractor phase-in schedule with GSA												

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Office: OL/HOME
 Objective Statement: Identify a Specific Orientation, Training Campaign That Will
 Responsible Officer:
 Significant Funding Amount: \$ _____ FY 1985
 Quarter Ending:

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. In conjunction with OTE, identify films and programs dealing with professionalism and interpersonal relations		0										
2. Review all available material and select appropriate material			0									
3. Develop an internal presentation regarding importance of interpersonal relations and professionalism for U.S. Government employees in conjunction with media material					0							
4. Select pilot branch or section to present program					0							
5. Evaluate results and amend as necessary						0						
6. Make presentations to all areas of the Office of Logistics, at the D/L Quarterly and at the Annual OL Conference							0	-----	-----	-----	-----	0
							Unclassified when separated from attachments					

C O N F I D E N T I A L

Office: OL/HOME
 Objective Statement: Determine Need for, Plan, and Implement a Centralized OL Support Group Capable of Reacting to Requirements on a Quick-Reaction Basis
 Responsible Officer:
 Significant Funding Amount: \$ _____ FY 1985
 Quarter Ending:

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Conduct an analysis to determine if there are sufficient requirements Agency-wide for a quick-reaction group						0						
2. Implement planning stage to determine:												
a. Mission/goals												
b. Potential customers, work load, and services it will provide												
c. Structure of group												
d. Formal procedures for fulfilling mission												
e. Formal lines of communication												
f. Personnel, budget, and space requirements												
g. To whom group will be accountable									0			
3. Conduct cost/benefit analysis to determine if concept should be abandoned or implemented										0		
4. If favorable, present plan and cost/benefit analysis to upper management for approval											0	
5. Execute implementation stage												
a. Formalize budget												
b. Identify and acquire office space												
c. Select personnel												
d. Requisition equipment, furniture, etc.												0
Unclassified when separated from attachments												

C O N F I D E N T I A L

Office: DDA/OL/P&PD

Objective Statement: Complete Implementation of P&PD Prepress System Basic Operating Capability (2 Year Project)

O — Scheduled

X — Actual

Responsible Officer: [Redacted] FY 85

Significant Funding Amount: \$ [Redacted] FY 85

Quarter Ending: 31 December 1984

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Develop Production Implementation Plan			0									
2. Installation of Phase I of Prepress System				0								
3. Installation of Phase II of Prepress System							0					
4. Installation of Phase III of Prepress System										0		
5. Training on Page Makeup System					0							
6. Test and Evaluation					0							
7. Production on Page Makeup System							0					
8. Expansion of System to 6-12 Workstations												0

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Office: DDA/OL/P&PD
 Objective Statement: Explore Available and Emerging Methods for Improved Document Control
 Responsible Officer:
 Significant Funding Allocated: FY 85
 Quarter Ending: 30 September 1985

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Conduct Survey/Research of Control Numbering Equipment					0							
2. Complete Evaluations, Conduct Test and Provide Demonstrations where possible.							0					
3. Rank Alternatives.									0			
4. Recommendations.										0		

Office: DDA/OL/P&PD
 Objective Statement: Conduct a Base Line Survey of P&PD Requirements and Capabilities
 Responsible Officer: [REDACTED]
 Significant Funding Amount: [REDACTED] FY. 85
 Quarter Ending: 30 September 1985

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Review FY-84 Allocation of Resources for all Customer Support in P&PD.			0									
2. Determine Standards of Production for Measurable Printing Production Tasks.						0						
3. Determine Standards of Production for Measurable Photographic (Videographic/Computer Graphic) Work.							0					
4. Identify All Work by Category, Requestor and Required Resources.								0				
5. Develop Product Measurement Model.									0			
6. Identify Work by Present Headquarters Components and External Building Components.								0				
7. Identify New Building Occupants and P&PD Requirements									0			
8. Predict/Project Changes.											0	
9. Implement Production Measurement Module.											0	
10. Review and Evaluate.												
11. Follow Up Survey												

AUG
FY86DEC
FY86

Office: DDA/OL/P&PD
 Objective Statement: Provide Electronic Interfacing for Computer Graphics Enhancement Between VM and P&PD Graphic Design Recorders
 Responsible Officer:
 Significant Funding Amount: FY 85
 Quarter Ending: 30 September 1985

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Survey, Identify, and Procure Additional Hardware/Software Requirements in conjunction with ODP to complete Electronic Interfacing between the CIA Computer Network (VM) and Printing & Photography's Dicomed Computer Graphic Design Stations.						O						
2. Identify and Establish Practical Data Transmission and Job Workflow Procedures for the Capture and Enhancement of Customer Generated Computer Graphics.								O				
3. Identify Skills, Staffing, and Training Requirements required to support P&PD's portion of the Computer Graphic Network.									O			
4. Identify and Establish Customer Requirements and Guidelines for Job Submission, Security Control, and Fiscal Accounting of Computer Graphic Enhancements.												O
5. Prepare a General Schedule for Testing and Evaluating Data Transmission and Workflow Procedures. (FY-86)												

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FY86

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Office: OL/PD
 Objective Statement: Improve Vendor Delivery
 Responsible Officer: C/PD/OL
 Significant Funding Amount: \$_____ FY_85_____
 Quarter Ending:

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Prepare paper on resources and actions needed. Initiate program for administering contracts in respect to vendor late deliveries.		0										
2. Task IMSS and ODP to devote programming resources to restructure CONIF/ICS Data Base to produce late delivery data in useable format.			0									
3. Assuming no increase in authorized positions for contract administration, identify trade-offs from present work loads to divert C.O. time to contract administration.				0								
4. Obtain D/OL approval to initiate trade-offs and advise affected offices.				0								
5. Implement program to take corrective action on vendors who constantly fail to meet delivery dates.					0							

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Office: OL & OF Joint Objective
Objective Statement: Enhance current efforts to reduce contract settlement backlog (Part 1)
Responsible Officer:
Significant Funding Amount: \$ _____ FY-85
Quarter Ending: _____

O — Scheduled
X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Establish Contract settlement unit (CSU) in Audit & Certification Division/OF (A&CD/OF), consisting of two part time contract employees devoting minimum of 60 hours per week on settlement function. ACTION-A&CD/OF, OF/PERS and O/PERS to identify, recruit, and EOD two contract employees.				0								
2. Train new hires on contract settlement procedures.					0							
3. Augment present two man part-time CSU in PD by one, in order to devote minimum of 90 hours per week on settlement function. ACTION-PD/OL, OL/P&TS, and O/PERS to identify, recruit, and EOD one person.				0								
4. Instruct PD trainees and GPB cadre on settlement procedures and establish scheduled settlement program to maximize settlement completion on FY-82 and FY-83 actions					0							

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Page 2

Office: OL & OF Joint Objectives

O — Scheduled

Objective Statement: Enhance current efforts to reduce contract settlement backlog (Part 2) X — Actual

Responsible Officer: [REDACTED]

Significant Funding Amount: \$ _____ FY 85

Quarter Ending:

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
5. Settle all pre-FY-81 contracts by 1 Oct 85 (except for those requiring indirect rate determinations). CSU elements in PD and A&CD/OF are faced with the following backlog in settlement: P&SCB FY-64 thru FY-81 - 251 ADP&EB FY-69 thru FY-81 - 331 GPB FY-69 thru FY-81 - 1500												0
6. This will be a continuing MBO into FY-86 & 87. During FY-86 we project following figures on contracts to be settled: P&SCB FY-82 thru FY-84 - 650 ADP&EB FY-82 thru FY-84 - 870 GPB FY-82 thru FY-84 - 6450												

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Office: O/RECD
 Objective Statement: Continue with design and major construction for general upgrading and expansion
 Responsible Officer: [Redacted]
 Significant Funding Amount: [Redacted] FY 85
 Quarter Ending:

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Warehouse Annex - start design	0											
2. 30% Review			0									
3. Environmental Impact			0	-----	-----	-----	0					
4. NCPC Review			0	-----	-----	-----	0					
5. 60% Review					0							
6. Funding Decisions, Approvals, Funds to GSA							0					
7. 90% Review								0				
8. 100% Review									0			

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Office: OL/SD/OSB
 Objective Statement: Examine Agency Type II Property Accountability System
 Responsible Officer:
 Significant Funding Amount: \$_____ FY_85
 Quarter Ending: 31 December 1984

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Identify Task Force to perform study to include representatives from OF and Audit Staff.		0										
2. Study recent financial and property audits of foreign and domestic facilities			0									
3. Review Agency property accounting procedures.				0								
4. Establish permanent cadre of traveling property auditors.					0							

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Office: SD/OL
 Objective Statement: Consolidate Agency Repair and Return
 Responsible Officer:
 Significant Funding Amount: \$_____ FY 85
 Quarter Ending: 31 December 1984

O — Scheduled
 X — Actual

Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
1. Milestone on this objective to be established by 26 October 1984												

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S E C R E T

OL FIVE-YEAR PLAN, FY 1985-1989 (cont'd)

VI. Resource Implications.

1. The most critical resource constraint is personnel staffing. Since the OL is a support/service organization, OL's capabilities and growth must be keyed to the requirements and growth of OL's customers. Because the Agency is growing, personnel increases are projected as a need in all OL components to enable OL to remain responsive to the increasing requirements. It is anticipated that in the short term staffing limitations can be overcome by increases in personnel authorizations and, where practical, and possible, greater use of outside contractors. In the long run, productivity may be improved by new technology acquisition, and responsiveness maintained through keying capabilities to requirements through permanent adjustments to the TO.

2. Funding shortages are projected for the forthcoming period. To the extent that these shortages delay or otherwise affect capital improvements, the effectiveness and responsiveness of OL will be degraded proportionally.

SUBMITTED:

25X1



Director of Logistics

24 Oct 84

Date

APPROVED):

25X1



Deputy Director for Administration

11-13-84

Date

S E C R E T

P A R T I I

OFFICE OF LOGISTICS FIVE-YEAR PLAN

OBJECTIVES FOR FY 1985-1989

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This matrix of OL objectives is organized by OL divisions and staffs. It lists all OL objectives necessary to achieve the overall goals in Part I of the Five-Year Plan and cross-references OL objectives to the DDA goal it supports.

Objectives at the DDA tracking level are included in Part I, Section IV and V, and reported quarterly to the DDA. Objectives at the OL tracking level are reported quarterly to the Director of Logistics

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OFFICE OF LOGISTICS FIVE-YEAR PLAN FY 1985-1989 OBJECTIVES

<u>Objective</u>	<u>Supports</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
	<u>DDA Goal</u>						<u>DDA</u>	<u>OL</u>
<u>New Building Project Office</u>								
New Building Construction	5	*					*	*
Develop a transportation plan for the Operation of the Consolidated Headquarters	5	*					*	*
Develop Professionalism Program Within Office of Logistics for both Blue and White Collar Workers.	1	*					*	*
Establish a standard selection of modular office furniture to replace gray metal furniture and meet word/data process- ing needs.	5,7	*					*	*

<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
<u>Information and Management Support Staff</u>								
Establish Overseas Personal Computer Capabilities	1,3,6,7	*					*	*
Develop and Implement the Logistics Integrated Management System (LIMS)	4,6,7	*	*	*	*	*	*	*
Study feasibility of providing interim LIMS capability overseas in advance of MERCURY	4,6,7	*						*

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
<u>Personnel and Training Staff</u>								
Initiate a recruitment program to ensure that OL is at ceiling in all critical areas on 30 September 1985	1	*					*	*
Develop a Student Intern Program as a recruitment tool	1	*					*	*
Reorganization of P&TS (based on plan presented to DD/L on 28 September 1984)	1,4,6	*						*
Upgrade of OL Personnel Soft Files	1	*						*
Upgrade Wang Training and Utilization	6,7	*						*

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
<u>Procurement Management Staff</u>								
Convert General Provisions Used in Agency Contracts from DAR to FAR	6,7	*					*	*
Study of Agency procurement system by outside contractor.	6,7	*						*

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Security Staff

Update of Standard Security Procedures
for Contractors Security Manual

Upgrade Wang Training and Utilization

Supports
DDA Goal

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86

87

88

89

Tracking Level

DDA

OL

4

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2

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6,7

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
<u>Headquarters Operations, Maintenance, and Engineering Division</u>								
Establish a Configuration Management System	4,5,6	*					*	*
Procure and Install an Automatic Courier Receipt Filing, Tracing, and Retrieval System as well as the Codeword Accountability System for the M&CS	4,7	*					*	*
Implement the DDA's Quality of Life Program at Headquarters Building	5	*					*	*
Implement the Agency Takeover of M&O of Headquarters Facilities from GSA	4,6	*					*	*
Identify a specific orientation, training campaign that will enhance the service oriented image of the Office of Logistics	4	*					*	*
Establish a Centralized OL Support Center	4,6	*					*	*

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
Renovate and Refurnish Courier Lounge Within the Mail and Courier Section	5	*						*
Upgrade Exhibit Corridor (1D HQ) with Safer, Sturdier Equipment	2,5	*						*
Hire Cooperative Students for Training In the EDR	4	*						*
Implement Corrective Action to Customer Surveys in HOME	4,5	*						*
Institute a Program to Have Personnel in Agency Buildings Take More Pride in their Working Areas and Buildings	2,5	*						*
Resolve the problem of the DCI Portraits	5	*						*
Study on Improved classified waste disposal system.	4,7	*						*
Examine, determine and assign rela- tive responsibility for M&O of ex- ternal facilities---joint with RECD	5,6	*						*
Upgrade Wang Training and Utili- zation.	7	*						*

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
<u>Printing and Photography Division</u>								
Complete Implementation of P&PD Prepress System Basic Operating Capability. (2-year project)	4,7	*					*	*
Explore available and emerging methods for improved document control.	2,4	*					*	*
Conduct a base line survey of all P&PD requirements and establish benchmarks for current capability. The results of the survey will be used to gauge anticipated impact of the opening of the New Headquarters Building and to categorize work as a potential for contracting out.	4,5,6	*					*	*
Provide electronic interfacing for Computer Graphics Enhancements Between VM and P&PD Graphic Design Recorders.	4,7	*					*	*
Develop and Implement an Automated Maintenance System for P&PD	3,4,6	*						*

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
Evaluate Feasibility of an Automated Waste Paper Disposal System	4,6	*						*
Explore Optical Digital Data Disk (OD ³) Requirements and Capabilities	4,7	*						*
Evaluate the Feasibility of Expanding P&PD Video Supprt to the Intelligence Community by Making Foreign Standards Conversion Service Available	4,6,7	*						*
Continuation of Quality Circles Program	2,5,6	*						*

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<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
<u>Procurement Division</u>								
Improve Vendor Delivery	3,4,6	*					*	*
Enhance Current Efforts to Reduce Contract Settlement Backlog--joint MBO with OF	3,4,6	*	*	*			*	*
	4	*					*	*
Develop and provide guidance relative to standardization of specifically identified items in the Agency	4,6	*						*

		<u>Supports</u>						<u>Tracking Level</u>	
<u>Objective</u>		<u>DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>DDA</u>	<u>OL</u>
<u>Real Estate and Construction Division</u>									
	Continue with Design and Major Construction for General Upgrading and Expansion of CD	4, 5, 7	*	*	*	*		*	*
25X1	<div></div>	4	*					*	*
25X1	Develop 160,000 Square Feet of Temporary Space <div></div>	5	*	*					*
	In Conjunction with NBPO and HOME, Ascertain which Leased Buildings will be Retained/Relinquished and Proposed Agency Occupants Thereof Once New Headquarters Building is Complete	5	*	*	*				*
	Conduct the Necessary Planning and Contract for the Acquisition, Design, and Direct Construction Modification to External Buildings to be Retained	5, 7	*	*	*				*
	Continue with Staffing of DDO Requirements/Implementation Facilities Group	4	*	*					*

<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
Obtain A&E Contractors to Supplement Agency Engineering Resources in Order to Facilitate Design and Construction of CRAFT, FBO, and Other DDO Facilities Requirements in the Field	4,7	*						*
Complete Design and Construction of RSAF Facilities <input type="text"/>	4,7	*	*					*
Automate and Modernize RECD with Wang Equipment and Systems Furniture.	5,7	*	*	*				*
Examine, Determine and Assign relative responsibility for M&O of external facilities--joint with HOME.	5,6	*						*
Upgrade Wang Training and Utilization.	7	*						*

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	<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
								<u>DDA</u>	<u>OL</u>
	<u>Supply Division</u>								
	Examine Agency type II Property Accounting System--joint with OF and IG	2,3,4,6						*	*
	Consolidate Agency Repair and Return	3,4,6						*	*
	Update GSA-Leased Vehicle Inventory and Establish Vehicle Records in the FARS Minicomputer System for Financial Tracking in Conjunction with OF	3,6,7							*
25X1	Expand Communications Tech Facility <input type="text"/> to Double Size of Environmentally Controlled Area	6,7,8							*
25X1	Enhance Automation <input type="text"/> to Include LIMS Interface	4,7							*
25X1	Provide Management Information on the Upgrade <input type="text"/>	4,5,7							*
	Bar Coding	6,7							*
25X1	<input type="text"/>	3,4,8							*

<u>Objective</u>	<u>Supports DDA Goal</u>	<u>85</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>Tracking Level</u>	
							<u>DDA</u>	<u>OL</u>
In Coordination with P&PD, Prepare a Briefing Film on Supply Division Organization/Activity at Headquarters and in the Field	4	*						*
Establish In-House Wang Program for Control of Shipping Indicators	6,7	*						*
Establish a Data Base in Wang VM to Utilize as a Master Station list in P&PS/CD Detailing All Pertinent Shipping, Marking, and Packing Specifications	6,7	*						*
To initiate a Multi-year Plan to Improve and Upgrade the Physical Plant and Working and Operating Conditions of <input type="text"/> Beginning in FY 85.	4,5,6	*	*					*
Upgrade Wang Training and Utilization	6,7	*						*

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